

**JOHN DEERE**  
CONFIDENTIAL

**Dealer of Tomorrow Scorecard**  
(Contiguous Ownership Group)

September 2017

Performance Category	DoT Metrics	DoT Long-Term Objective	Western U.S. Div C	Dealer	Metric Time Period
	Dealer Performance Market Share	60.00%	58.95%	34.96%	Sep/2017
MARKET	Small Tractor P4P Market Share	50.00%	49.27%	31.38%	Sep/2017
	Small Ag P4P Market Share	50.00%	52.89%	45.36%	Sep/2017
	Large Ag D4P Market Share	65.00%	60.84%	25.98%	Sep/2017
	Total Net Sales <sup>1</sup>			\$57,175,413	Aug/2017
	AG Retail Sales <sup>2</sup>			\$12,942,890	Sep/2017
	Turf & Utility Retail Sales <sup>2</sup>			\$2,391,662	Sep/2017
	Customer Labor Sales	7.00%	4.80%	6.22%	Aug/2017
	Aftermarket Performance Factor	16.00%	13.94%	11.74%	Sep/2017
	Attachment Performance Factor	2.00%	1.84%	2.37%	Sep/2017
	Net Parts Purchased	> 16.00%	14.99%	\$7,635,954	Sep/2017
	Service Market Performance Factor	80.00%	83.91%	8.39%	Aug/2017
	Dealership Experience <sup>7</sup>	80.00%	83.91%	77.65%	Sep/2017
	John Deere Experience <sup>7</sup>	80.00%	81.14%	87.23%	Sep/2017
	Contact After the Sale <sup>7</sup>	100.00%	78.25%	91.76%	Sep/2017
CUSTOMER	Integrated Solutions Dealer Phase	= 4		3	Jan/2015
	Total In-AOR Operation Center Acres <sup>6</sup>		22.24%	365,519   26.56%	Sep/2017
	Producer In-AOR Operation Center Acres <sup>6</sup>		20.93%	319,338   23.19%	Sep/2017
	Green B2B CSF <sup>3</sup>	5 / 5			3 / 6
	Green B2C CSF <sup>3</sup>	3 / 3			1 / 3
	Green Commercial Turf CSF <sup>3</sup>	2 / 2			2 / 2
	Green Aftermarket CSF <sup>3</sup>	4 / 4			0 / 4
	NORA	15.00%	6.19%	6.61%	
	NOROS	5.00%	2.92%	3.86%	
OPERATIONAL	Total Asset Turnover	3.0X	2.1X	1.7X	
	Used Turnover	4.0X	2.0X	1.8X	
	Gross Margin Inventory Turn (GMIT)	20.00%	4.80%	12.63%	
	Absorption	100.00%	94.72%	93.70%	
	Total Expenses to Sales	10.00%	12.14%	15.44%	
	Owner's Equity <sup>4</sup>	min 25.00%	40.56%	61.96%	
	Tangible Owners Equity <sup>5</sup>	25.00%		68.34% R	Dec/2016

Note: All metrics reported are Rolling 12 values at a point in time. DFA metrics are reported as NON-ADJUSTED

<sup>1</sup>Total dealership Net Sales as reported to DFA. <sup>2</sup>Equipment Settled & Retail Sold. <sup>3</sup>Critical Success Factor is available only at the COG level. Color coding is compared to the goal : Green = 5/5; Yellow = Less Than 5/5; Blank if Assessment is not completed. - For more information on Critical Success Factors visit the website on Pathways.

<sup>4</sup>Owner's Equity may have been adjusted by a 13th month submission. <sup>5</sup>Per Dealer's Audited or Reviewed Fiscal Year-End Financial Statements submitted to JDIF.

<sup>6</sup>Engaged Acres are sourced from John Deere Operations Center. Ratio denominators are based on Large Ag AOR, sourced from USDA NASS, and excludes hay, fruits, tree nuts.

<sup>7</sup>Dealer Scorecard aggregates survey results from active Ag & Turf dealer accounts at COG/TOG Level. Territory/Division aggregations exclude Turf accounts. Thus, slight differences may occur when comparing to the John Deere Experience web portal.

Red = Bottom 25% of Division

Yellow = Middle 50% of Division

Green = Top 25% of Division

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